

# REFLECTIONS OF THE RIVER CITY



CITY OF SAN ANTONIO - 2004 ANNUAL REPORT



# Reflections of 2004



San Antonio is a reflection of the river that quietly and carefully winds through it. The river has carved a historical path for the city over the last 300 years. It has sustained life, encouraged resolution, inspired innovation, invited celebration and provided hope for the future.

Today, San Antonio has grown from a modest settlement on the banks of the river to a thriving metropolitan center in the heart of Texas. A population of more than 1.2 million people makes San Antonio the eighth largest city in the country and the second largest city in the state. Its residents, primarily Hispanic, Anglo and African American, hold the city's historic past close to their hearts while welcoming the future with open arms.

San Antonio's municipal government is responsible for helping the city preserve its past while building a foundation for its future. In 2004, the City focused resources on improving streets and infrastructure, creating a safer community, revitalizing neighborhoods, encouraging economic development, rebuilding lives, and ensuring trust in government.

That future may not be far away. San Antonio is one of the fastest growing cities in the country. New homes and new businesses are springing up all over town. New industry is drawn to the River City because of its low cost of living, perennially comfortable climate, and its historical and cultural attractions. San Antonio's economy boasts of low unemployment, steady job growth and diversity. Several industries anchor the local economy including health care and biotechnology, telecommunications, aerospace and aviation, the military, and tourism. The manufacturing industry is expected to join that list soon with the opening of a Toyota manufacturing plant in 2006.

San Antonio is making the most of the past and present to prepare for a bright future. Its citizens have to look no further than the San Antonio River to find a symbol of where they have come from and where they are going.







San Antonio is the one of the most international cities in the United States and serves as a model for the future of our country. From our economy to our demographics to our geographic location, San Antonio is ideally positioned for growth in the 21st Century. We are the second fastest-growing large city in the nation and our unemployment rate is the lowest of major Texas cities. In 2004, San Antonio celebrated the launch of City South, a new community that will encompass nearly 80 square miles of planned development that will include a major university, numerous manufacturing companies including a Toyota truck plant, and residential neighborhoods. The year also was marked by the relocation of U.S. Army South to Fort Sam Houston, the completion of the first municipal “go live” cyber-terrorism exercises in the country, the initial phase of major improvements to San Antonio International Airport, and the introduction of a balanced growth initiative to address our quality of life.

Not only was 2004 a great year, we look forward to even better years to come. Our vision for San Antonio’s future truly encompasses the world. From Japan to Canada, from the Middle East to Mexico, San Antonio’s businesses, partners, investors and people are players on the global stage. Whether it’s a Toyota truck or software for the United States military, we are making the future right here in San Antonio. Our community-based economic development plan, SA Inc., identifies key strategic industries — biosciences, telecommunications, information technology, logistics, manufacturing, aerospace, and visitor services -- and growth is expected in all of these sectors.

In addition to being a city of the future, San Antonio is a wonderful place to live, work and play today. Our history and cultural diversity stimulate the imagination, whether it is a bike ride along the Mission Trails or a dance performance at the Arneson River Theater. From theme parks to modern art to the world-champion San Antonio Spurs, we’ve got a lot to offer and more on the drawing board. A \$250 million joint City/County bond issue approved by voters in 2003 is renovating parks, improving libraries, and repairing streets and drainage, as well as helping with the construction of a new history museum focused on San Antonio and South Texas.

While San Antonio is proud of its past, we know that we represent the future of Texas and the nation. We are truly a 21st Century city with a small-town heart and a global reach. We are looking forward to 2005. It will be a year of even greater strides as we prepare for the development of a PGA Tour golf resort and work to bring a Texas A&M University campus and a Major League Soccer team to San Antonio.

Sincerely,

A handwritten signature in blue ink, reading "Ed Garza".

Edward D. Garza  
Mayor





2003-2005 San Antonio City Council: Leticia Vacek, City Clerk; Patti Radle, District 5; Richard Perez, District 4; Ron H. Segovia, District 3; Joel Williams, District 2; Roger O. Flores, District 1; Edward D. Garza, Mayor; Christopher "Chip" Haass, District 10; Carroll W. Schubert, District 9; Art A. Hall, District 8; Julián Castro, District 7; Enrique M. Barrera, District 6; J. Rolando Bono, Interim City Manager; Patricia M. Major, City Auditor

The City of San Antonio operates under a council-manager form of municipal government. The City Council is comprised of 10 representatives elected by district while the Mayor is elected at large. The City Council sets policies that are implemented by the City Manager and more than 12,000 employees in 36 departments.



The City of San Antonio's Customer First mission says it all: we strive "to deliver exceptional service citizens can trust." We are a dedicated workforce of 12,000 public servants and are committed to improving our day-to-day service to our customers. Over the last year, the City has enhanced its delivery of everyday services by improving technology and increasing training of its employees. We also have continued our focus on building our core values: Integrity, Quality, Service and Teamwork.

-- J. Rolando Bono, Interim City Manager

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Mayor's Office . . . . .	Edward D. Garza . . . . . (210) 207-7060	. . . . . (210) 207-4168
City Council Offices . . . . .	(210) 207-7040	. . . . . (210) 207-7027
District 1 . . . . .	Roger O. Flores . . . . . (210) 207-7279	
District 2 . . . . .	Joel Williams . . . . . (210) 207-7278	
District 3 . . . . .	Ron H. Segovia . . . . . (210) 207-7064	
District 4 . . . . .	Richard Perez . . . . . (210) 207-7281	
District 5 . . . . .	Patti Radle . . . . . (210) 207-7043	
District 6 . . . . .	Enrique M. Barrera . . . . . (210) 207-7065	
District 7 . . . . .	Julián Castro . . . . . (210) 207-7044	
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District 10 . . . . .	Christopher "Chip" Haass . . . . . (210) 207-7276	



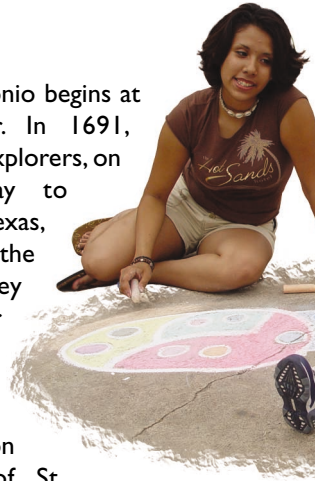
# A Source of Life



Life in San Antonio begins at the river. In 1691, Spanish explorers, on their way to missions in East Texas, pitched camp on the river's banks. They renamed the river "San Antonio" after holding mass with a group of Native Americans on the Feast Day of St.

Anthony. Decades later, five missions were built to convert the Indians to Christianity and provide fortresses against a French invasion of Texas. Limited rainfall in the early 1700s made the river a valuable resource. The Spaniards built an elaborate irrigation system, or acequias, that connected each of the missions and supplied water to crops that sustained life for the Spaniards and the early settlements of San Antonio.

More than 300 years later, the City of San Antonio is providing many of the resources necessary to sustain a high quality of life for its residents. From children to young parents, the homeless to senior citizens, building libraries to improving neighborhoods, the City actively responded to the needs of the community in 2004.





• The City's inventory of parkland increased more than 1,100 acres. Most of this land was acquired through the Edwards Aquifer Land Acquisition and Park Expansion Program.

Today, the City maintains more than 15,500 acres of parkland at 197 locations.



• The After School Challenge Program provided almost 17,000 children with homework assistance, tutoring, other school-related aid, and numerous recreational activities.

• More than 917,000 meals were served to seniors through the Comprehensive Nutrition Program. The City's Homemaker Service provided almost 33,000 hours of assistance to seniors in their homes. Additionally, the City provided over 17,500 trips for elderly citizens who needed to attend medical or other important appointments.

• More than \$29.6 million in tax refunds was returned to San Antonio taxpayers as a result of the Volunteer Income Tax Assistance (VITA) Program. Through VITA, the City and other partners provide lower income taxpayers with free income tax return assistance and counseling. Almost 20,000 tax returns, the second highest in the nation, were completed in San Antonio through VITA.



• Almost 55,000 dental procedures were completed for almost 9,000 eligible residents living in inner city neighborhoods as part of a program sponsored by the Metropolitan Health District.



• Almost four million people visited one of 22 branches of the San Antonio Public Library system to take advantage of the collection of more than 1.8 million items.

• The Henry A. Guerra Branch Library, a 15,000-square foot facility located at 7978 Military Drive West, was opened in July. Three new branch libraries are scheduled to open in the next three years.

• The Environmental Services Department, as part of its continuing effort to keep neighborhoods clean, collected 405,000 tons of trash, 90,100 tons of brush and bulky items, and 24,400 tons of recyclables from more than 313,000 residents.

• Twenty-four communities and almost 24,000 property owners realized the benefits of the Neighborhood Target Sweep Program. Sweeps revitalize neighborhoods with customized City services such as code enforcement, graffiti removal, brush collection, street repairs, animal control and other services.

• As part of the City's Graffiti Wipeout Program, more than 1,100 City employees and volunteers spent an April afternoon ridding San Antonio neighborhoods of graffiti on public and private property.

• New programs to address hunger and homelessness were initiated such as day centers for the homeless, a mobile canteen and increased access to food stamps. Almost 26,000 guests used the day centers, while over 13,000 meals were served via the mobile canteen and more than 2,700 individuals applied for food stamps.

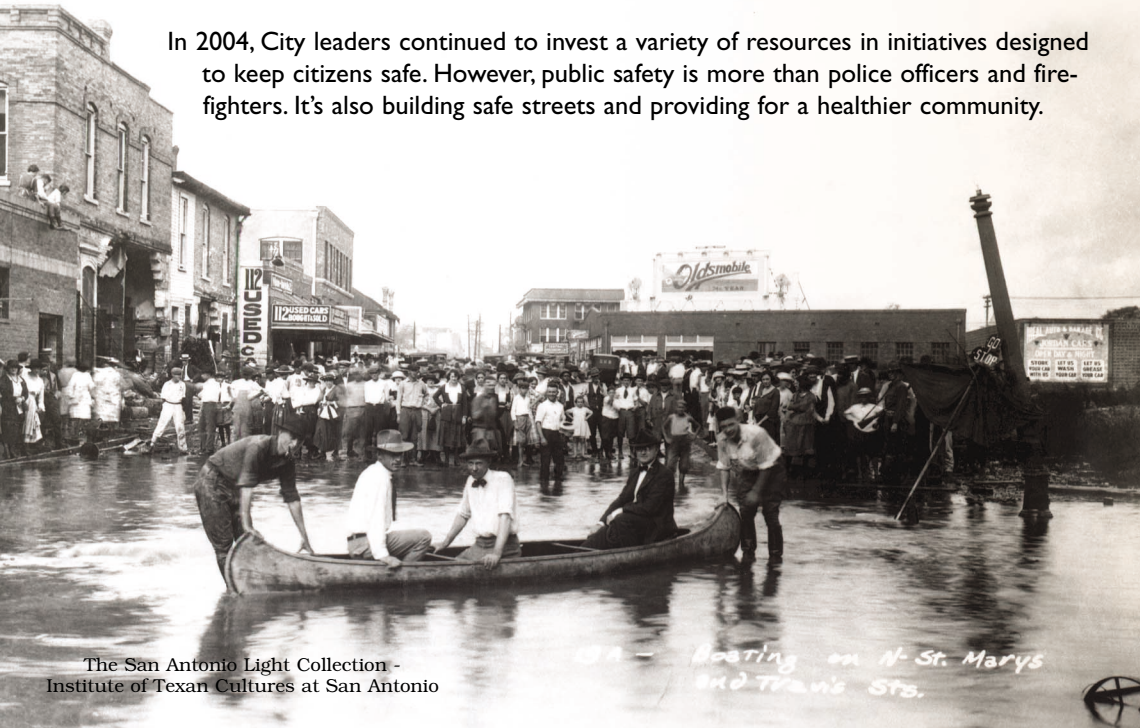


# The River Rises



torrential rain flooded the San Antonio River and downtown area in 1921. Nine feet of water overwhelmed businesses on Houston Street and killed 50 people. City leaders considered paving over the flood-prone river and turning it into a sewer. However, the public's passion for the waterway forced leaders to reconsider that idea and turn their attention to more sensible flood control improvements. In 1927, the Olmos Dam was completed and two years later a bypass channel was built to divert floodwater away from the downtown area. Parts of the river would continue to see flood control improvements over the next 70 years. However, increased urbanization north of the Olmos Dam led to the construction of the San Antonio River Tunnel in 1997. The three-mile tunnel carries excess floodwater 140 feet below downtown streets and was completed just in time to preserve the central business district from a 100-year flood in 1998.

In 2004, City leaders continued to invest a variety of resources in initiatives designed to keep citizens safe. However, public safety is more than police officers and fire-fighters. It's also building safe streets and providing for a healthier community.



The San Antonio Light Collection -  
Institute of Texan Cultures at San Antonio

Boating on N. St. Marys  
and Travis Sts.



- A new \$46 million 911 Communications Center was fully activated in March. The Center utilizes new technologies to enhance coverage areas for Police, Fire, EMS and other emergency responders in San Antonio and Bexar County. The Center also includes additional 911 operators, additional Police and Fire dispatchers, increased use of global positioning systems to track emergency responders, and other state-of-the-art technologies.



- The Office of Emergency Management, a division of the San Antonio Fire Department, managed approximately \$12 million in federal grants that are being used to increase the City's ability to respond to and recover from a terrorist attack.

- San Antonio firefighters responded to 71,180 calls while another 109,337 calls requested EMS services.





- Fire Station No. 48, located at Bulverde Road and Loop 1604, was completed and became operational in September. Construction has begun on Fire Station No. 25 on New Laredo Highway.

- San Antonio Police Officers were dispatched to 934,339 calls.

- Public Works maintains more than 12,000 lane miles of streets in the San Antonio area.

- Street crews repair almost 3,000 potholes per month. Ninety-five percent of those potholes are repaired within 48 hours of request.



- Traffic signals were installed at five new intersections in 2004. The City currently operates traffic signals at 1,091 intersections.



- 107 new speed humps are currently being installed to reduce speed and improve neighborhood safety. Currently, there are more than 400 speed hump locations in local neighborhoods.

- Code Compliance cleared 152,807 cases by cleaning up vacant lots, securing dangerous properties and demolishing unsafe structures.

- The Health District inspected more than 24,000 food establishments to ensure they were in compliance with local and state food codes.



- The San Antonio Metropolitan Health District (SAMHD) administered 488,790 immunizations to 144,418 individuals. Despite a national shortage, 42,151 citizens received the influenza vaccine.

- A natural waterway maintenance crew was established in 2004 to maintain more than 150 miles of natural waterways over a three-year cycle and remove debris from drainage channels following flood events.

- Almost 417,000 traffic, parking and misdemeanor violations were processed by Municipal Courts. The department also cleared 13,866 warrants, resulting in \$577,174 in collections.



# Channeling the Vision



Robert Hugman didn't just have an idea, he had a vision for San Antonio and its river. The local architect's imagination transformed the downtown river bend from an unsightly drainage culvert into a distinctive linear park modeled after old Spanish cities with sidewalks, footbridges, restaurants and shops. In 1941, 12 years after Hugman presented his vision to local leaders, the River Walk was finally completed.

Today, the River Walk continues to be a symbol of innovation and inspiration for San Antonio citizens. Local leaders, faced with economic challenges and a growing city, used technology and creativity to increase efficiency, improve customer service and find efficient uses of tax dollars in 2004.

- The City began replacing incandescent bulbs in traffic signals with more efficient light-emitting diode bulbs that will save the City \$750,000 in electricity costs each year.

- Public Works saved \$1.2 million by employing City forces and more efficient processes, instead of private contractors, to repave or resurface 381 miles of streets.







- The Environmental Services Department implemented a pilot program for automated garbage collection that included 6,700 residents. Garbage automation eliminates the need for manual collection, reducing employee injuries and improving the appearance of neighborhoods.

- Thanks to new technology, the City increased efficiency in its curbside recycling program by converting to a single stream recycling process that eliminates the need to sort recyclable materials at the curb.

- More than 1,000 single-family units and 342 multi-family units have been built using tax increment financing, a unique economic development tool that captures the future tax benefits of publicly-financed improvements to pay for the present cost of implementing the improvements. This tool has increased the appraised value of 12 tax increment reinvestment zones by more than \$327 million.

- The City continues to implement its Enterprise Resource Management (ERM) Project. ERM is a multi-year effort designed to couple updated, enterprise-wide technology with re-engineered business processes. In 2004, more than 220 individual processes related to finance, accounting, procurement, inventory and human resources were implemented.

- Last year, [www.sanantonio.gov](http://www.sanantonio.gov) received more than 57,000 visits per day from people seeking information on the City organization and its services.

- \$2.2 million was collected through more than 16,700 online transactions on the City's website.



- For the first time in its four-year history, the 311 Call Center received more than one million calls in a single year from San Antonio residents who were requesting City services or seeking information regarding City services.

- More than 226,000 transactions, including birth certificates, building permits, garage sale permits and traffic citations, were completed at the City's four Community Link Service Centers, resulting in \$8.3 million in revenue.



- The Communications Office distributed 449 news releases to local media to inform citizens about City services and events.

- Fourteen new shows, including shows hosted by each City Councilmember, were added to the City's government access channel, TVSA Channel 21, program schedule.

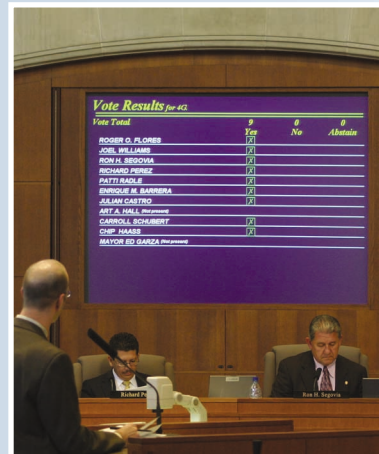






- For the twelfth straight year, the City's budget was adopted without a property tax increase. A \$21.3 million budget shortfall was eliminated by healthy sales tax receipts, higher-than-expected City Public Service revenues, strong property tax collections from new development, and a combination of other efficiencies, reductions and redirections.

- The City, through its Purchasing and General Services Department, acquired more than \$100 million in materials, supplies and services at competitive prices in order to support all of the services provided to citizens.



- An electronic voting system, which increases accountability and improves the historical recordkeeping process for the City, was created in August to allow citizens attending City Council meetings or viewing meetings on television to see how each Councilmember voted on a specific agenda item.

- The City conducted numerous training programs for hundreds of employees who administer City contracts. Through the creation of the Contract Services Department in the FY 2004-05 budget, the City will expand training related to contract administration and monitoring.

- The City, during the 78th State Legislative Session, gained favorable passage of 15 bills that will enhance quality of life and make San Antonio more competitive in attracting business.

- Through the Intergovernmental Relations Office, the City developed 15 interlocal agreements with other governmental entities, generating \$3.7 million for the City in 2004.

- The City maintains almost 4,000 vehicles and equipment, including police cars, garbage trucks, bulldozers, and paving machines, that are used each day in the completion of a multitude of municipal services.









# *The Water's Edge*







Since the Spaniards first held mass on its banks, the San Antonio River has been a place of celebration. Year in and year out, the River Walk and the Alamo are the top tourist destinations in the state of Texas. These two hot spots are usually pictured on any marketing brochures that bill San Antonio as a “unique historical and cultural destination.” However, the River Walk is the city’s great melting pot, where all of San Antonio’s cultures come together. It is a place for a leisurely stroll, for a colorful parade, or for dinner with an international flavor.

Today, the life that springs from the river spreads throughout San Antonio. The tourism industry banks on the river to entice visitors to the city for conventions, vacations, sporting events, recreation or unique cultural events.

- In 2004, the San Antonio Convention and Visitors Bureau booked more than 740,000 convention room nights for future conferences and events scheduled in San Antonio.

- More than 700,000 people attended one of 473 conventions or other events held in the Henry B. Gonzalez Convention Center, the Municipal Auditorium and the Lila Cockrell Theatre.

- The Alamodome again was the site for the 2004 NCAA Final Four basketball tournament. More than 50,000 visitors contributed an estimated \$55 million to the local economy.

- San Antonio continues to be an international business destination. The International Affairs Department coordinated and hosted 209 delegations, including delegates from countries such as Mexico, Canada, Spain, Germany, Japan and Korea, who visited San Antonio on business or protocol matters.



- The City provided \$2.5 million in funding for 25 non-profit, arts and cultural agencies. These agencies leveraged \$9 for every City dollar and provided arts activities to more than

3.8 million citizens and visitors through school and community workshops, performances and festivals.

- San Antonio rolled out the yellow carpet in April to host the one-of-a-kind world movie premiere of “The Alamo.” The premiere brought Hollywood stars, more than 400 entertainment media, and international interest to the city.



- 6.8 million passengers traveled through San Antonio International Airport.

- The Alamodome was also the site of international soccer competition. Mexico faced off against Dominica in a World Cup qualifying match in June before 30,000 fans.

- The Carver Community Cultural Center reopened its doors in September after a four-year, \$3.4 million renovation that included repairs and upgrades to lighting, carpeting, plumbing, electric wiring, seating, as well as box office modifications, and exterior cleaning.

- More than 232,000 rounds of golf were played at the City’s six municipal golf courses.



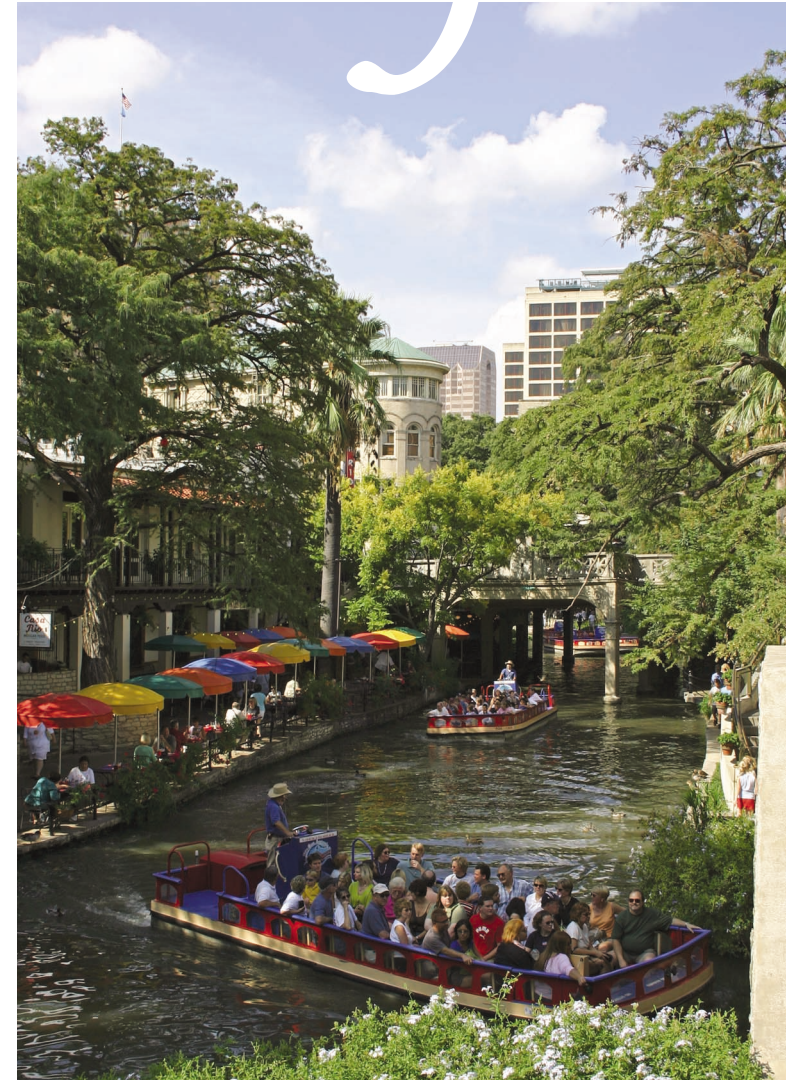
# A Means of Passage



The San Antonio River has come a long way since 1691. Today, more visionaries are planning for its future. A 10-year, \$140 million investment is being made by the City of San Antonio, Bexar County, San Antonio River Authority and the federal government for flood control, economic development, ecosystem restoration and recreational improvements to a four-mile segment of the river from Hildebrand Avenue to Lexington and a nine-mile stretch from South Alamo Street to Mission Espada. The northern reach will preserve some of the river's natural elements, continue the River Walk's pathways and promote commercial and residential development. The southern reach will attempt to restore the natural meanders of the river, reintroduce trees and other vegetation, create new recreational opportunities, and reconnect the river to the historic missions.

Today, San Antonio is building for a bright future as well. San Antonio's economy and its population are growing hand in hand. In 2004, local leaders continued to promote the city as a location ripe for new industry. Residential and commercial development is soaring. Projects to improve streets, parks, libraries, the airport, and other public facilities are underway to meet that demand. San Antonio is embracing its future.

- Residential and commercial development continued to increase in San Antonio. The Development Services Department issued 8,818 residential building permits and 3,180 commercial building permits.
- Inc. Magazine ranked San Antonio as the fourth best place to do business in America, lauding the River City for its diverse economy, historical job growth and affordable cost of living.
- San Antonio's unemployment rate dropped from 5.3 percent in 2003 to 4.5 percent in 2004, the lowest rate since 2001.
- The local manufacturing industry is expected to grow tremendously over the next few years, sparked by the opening of the Toyota Manufacturing plant in 2006. The on-site supplier park will result in additional investment and job creation in the area around the plant.
- Redevelopment of the former Brooks Air Force Base and the southside continues with the creation of a 570,000 square foot shopping center on the northeast corner of Brooks City-Base. Additionally, more high-tech jobs are on their way to City-Base with the addition of DPT Laboratories, a nationally-known manufacturer of products for Fortune 500 pharmaceutical companies, as a tenant at the base.







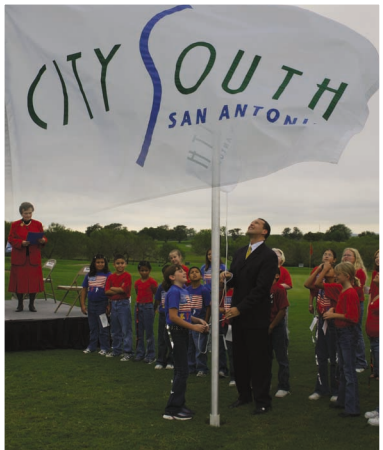
- Design is underway on two new terminals to be constructed at San Antonio International Airport to meet passenger growth and the increased demand for gate facilities. Terminal 2, nearly 50 years old, will be demolished and replaced with a new seven-gate terminal. The second of the new terminals will be constructed in phases beginning with five gates and expanded up to 11 gates as passenger growth and future demand for facilities occurs.



- The City's Procurement and Technical Assistance Center helped 328 local businesses identify and compete for more than \$42.7 million in government contracts.
- More than 2,000 prospective business owners were provided with licensing and permitting assistance by the City's First Point Business Information Office.
- The CASA San Antonio Program served nearly 500 clients who generated an estimated \$21 million in international trade for San Antonio.



- Public Works currently is overseeing 253 capital improvement projects totaling \$429 million. These projects include street and drainage improvements and new construction and improvements to libraries, fire stations and parking garages.
- The Parks and Recreation Department completed 24 capital improvement projects in 2004, including the City's first concrete skate park and swimming facility at Lady Bird Johnson Park (first new swimming facility in 20 years), San Antonio's first dog park at Pearsall Park, and the new Jean Yates Community Center at Rainbow Hills Park (the first center built in 10 years).
- The city continues to see growth in the biotechnology and healthcare industry. This industry contributed \$12.9 million to the local economy last year and employed more than 103,000.



less than \$89,000 to help low and moderate income families realize the American dream of homeownership.



## City of San Antonio Departments

Interim City Manager .....	J. Rolando Bono .....	207-7080
Assistant City Manager .....	Melissa Byrne Vossmer .....	207-7080
Assistant City Manager .....	Christopher J. Brady .....	207-7080
Assistant City Manager .....	Jelynn L. Burley .....	207-7080
Assistant City Manager .....	Frances A. Gonzalez .....	207-7080
Assistant to the City Manager.....	Roland A. Lozano .....	207-7885
Assistant to the City Manager.....	Erik J. Walsh .....	207-7080
Alamodome.....	Michael Abington .....	207-3663
Asset Management .....	Rebecca P. Waldman .....	207-4032
Aviation .....	Kevin Dolliole .....	207-3450
City Attorney.....	Andrew Martin .....	207-8940
City Auditor .....	Patricia M. Major .....	207-8420
City Clerk.....	Leticia Vacek .....	207-7253
City Council Offices .....	Gayle McDaniel .....	207-7040
Code Compliance.....	Liz C. Garcia (Acting).....	207-8200
Community Initiatives.....	Dennis Campa .....	207-7135
Contract Services.....	Mark Webb .....	207-2073
Convention & Visitors Bureau.....	Melvin Tennant .....	207-6700
Convention Facilities.....	Michael Sawaya .....	207-8500
Cultural Affairs .....	Felix Padron.....	207-8483
Customer Service/311 .....	Antonio A. Bosmans .....	207-3312
Development Services.....	Florencio Peña .....	207-8259
Economic Development.....	Ramiro A. Cavazos .....	207-8080
Enterprise Resource Management (ERM).....	Troy Elliott .....	207-5870

Environmental Services .....	Daniel V. Cardenas .....	207-6440
External Relations .....	Christopher Brady (Acting).....	207-8109
Communications Office .....	Di Galvan .....	207-7235
Finance .....	Milo Nitschke.....	207-8634
Fire/EMS.....	Robert Ojeda.....	207-8400
Housing & Community Development .....	Andrew W. Cameron .....	207-6600
Human Resources .....	Sharon De La Garza.....	207-6506
Information Technology Services .....	Gary Moeller.....	207-8301
International Affairs .....	Elizabeth Costello.....	207-8100
Library .....	Aubrey George (Acting).....	207-2500
Management and Budget.....	Peter Zanoni .....	207-8360
Mayor's Office (Administration) ..	Teresa Vásquez-Romero .....	207-7060
Mayor's Office (Policy) .....	Walter Ague .....	207-7060
Municipal Court.....	Melissa B. Vossmer (Acting) .....	207-7710
Neighborhood Action.....	David D. Garza.....	207-7881
Parks & Recreation .....	Malcolm J. Matthews.....	207-8480
Planning .....	Emil Moncivais .....	207-7873
Police .....	Albert Ortiz .....	207-7360
Public Utilities.....	Ben Gorzell .....	207-8634
Public Works.....	Thomas G. Wendorf.....	207-8020
Purchasing & General Services.....	Janie B. Cantu .....	207-7260
San Antonio Metropolitan Health District .....	Dr. Fernando A. Guerra .....	207-8731



### City of San Antonio Management Team

Top row from left to right: Christopher J. Brady, Assistant City Manager; Erik J. Walsh, Assistant to the City Manager; J. Rolando Bono, Interim City Manager; Roland A. Lozano, Assistant to the City Manager; Bottom row from left to right: Melissa Byrne Vossmer, Assistant City Manager; Jelynn L. Burley, Assistant City Manager; Frances A. Gonzalez, Assistant City Manager; Andrew Martin, City Attorney.

The 2004 Annual Report is published by the City of San Antonio's External Relations Department, Communications Office

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